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BOOK REVIEWS AND NOTICES

The Human Factor in Industry. By LEE K. FRANKEL AND ALEXANDER FLEISHER. New York: The Macmillan Company, 1920. Pp. 336.

Under a rather threadbare title the authors have brought together in an exceedingly serviceable form the experiences of many employers in the problems of labor administration.

As the preface states, the book is written for employers "interested essentially in production and the relation of service measures in industry to production," and "for the general reader who is somewhat at sea regarding these newer industrial movements." It reaches both by a somewhat popular style combined with a wealth of detail on personnel management technique; personnel management, not merely as the authors see it, but as industry is practicing it.

Most of the book is given over to description of present-day usages. The authors have taken a huge mass of disorganized literature, and compiled the essence of it into a convenient summary of accounts of a great variety of personnel activities. To one already acquainted with the material and able to supply for himself the connecting links, it gives many leads. To the uninitiated it gives a solid background for further study. Happily enough, the chapters are arranged topically, instead of by industry, as is more usual with such material, and cover substantially all of the practices of labor administration. These the authors define as "those activities carried on by employers and employees jointly or separately which benefit both, have as their unit the industrial plant, and are not enforced by law or by organized labor."

Practically all the analysis and interpretation in the book is in the introduction, which gives an evaluation of labor administration together with a statement of the standards of evaluation. Here also is given an excellent historical summary which shows that even in this field, which has only so recently aroused great interest, many practices date back almost a hundred years, and some of them even longer.

Except for this introductory chapter, which is admirable, the book is not, as the preface assumes, an "*analysis* of what has been accomplished in industry, and an *interpretation* of the purposes and motives which have

brought personnel and service work into being."¹ It stops at a well-ordered and valuable statement of the practices of labor administration as carried on in industry. But the field, even though considerably limited by the above definition, is too broad and involves too many topics to make it possible, in a book of this size, to analyze these practices at length or to try to interpret the motives lying back of the practice, useful and interesting as this would be.

Something of the conservative character of the book is indicated by the fact that, "because experience has been too brief to warrant a detailed statement of results at this time" only three pages are given over to the present movement to "democratize industry" and "to give the workers an increasing share of control." On the other hand, seven pages are used for an exposition of lunchrooms and cafeterias, and twenty-six for restrooms and recreational activities, considerable space being given to such unstable details as prices and variety in the bill of fare, kind and quantity of kitchen equipment, and cost and equipment of restrooms and clubhouses.

Two chapters headed "hiring and holding" present current employment methods and employment machinery used in the selection, induction, and retention of workers. A chapter on education includes not only a résumé of vocational training within industry, such as part-time schools, night schools, vestibule schools, general training classes, instruction on the floor, and special training classes for executives, foreman, and salesmen, but also gives a view of the practices with reference to general education such as Americanization, cultural classes, continuation schools, and the value and use of such mediums as libraries and magazines, and the plant organ in education.

Under "working hours" fatigue is treated at some length. The shorter work day, night work, overtime, Sunday work, rest periods, and vacations are all taken up and their effect upon industry and the worker examined. The authors conclude that "experiment alone can determine the working period conducive to the greatest efficiency," and that "the real result of shorter hours which give employes leisure time for rest, recreation, education, and the building of homes and the improvement of them can be measured only after long periods by such indefinite quantities as stability of labor, and health and happiness."

Standards in accident prevention, sanitation, lighting, ventilation, fire protection, and the prevention of occupational diseases are reviewed in a chapter on "working conditions." There is also a brief but specific

¹The italics are the reviewer's.

summary of the safety movement. Similarly a chapter on "medical care" brings in the value and methods of the medical examination, the plant medical equipment the medical staff, dental and optical clinics, and hospitals and sanatoria. A study of records, costs, and control follows, with a conclusion on health education.

"Methods of remuneration" embrace the basic wage, time, piece, and premium methods, and profit sharing, as well as the more recently advocated non-financial incentives, which are discussed under the heading "work stimuli other than regular wages." Housing under various community conditions, and the different forms of community activities in which employers have taken part, are presented in a chapter on "the employer and the community." Insurance, savings, and loans as well as accident compensation, mutual-aid societies, and pensions are brought together for review.

The volume is concluded with an all too brief chapter on the "organization of the department of labor administration," a subject which could profitably have been treated at greater length even at the cost of omitting some of the other material.

The book is well indexed, and a selected bibliography for each chapter is provided, taken chiefly from the best current periodicals, from government documents, and other reports.

As a whole, the book fills a real need and is a refreshing relief from the flood of visionary literature which has recently been poured upon us in an effort to supply the want.

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The Story of the Nonpartisan League—A Chapter in American Evolution. By CHARLES EDWARD RUSSELL. Harper & Brothers, 1920. Pp. 333. Eight illustrations. \$2.00.

The author of this book spent several weeks in North Dakota, when the Nonpartisan League was being organized, as one of President A. C. Townley's most valued advisers. He prepared at that time a series of propaganda articles, which were printed in *Pearson's Magazine* and sent to League members. He had therefore an active part in forming the League. He writes accordingly as an advocate, not as a historian. In this book, however, he cultivates the idea that he is writing as a detached and disinterested historian.

The book falls into two main parts: the first part (180 pages) describes the economic and political background of the League—the